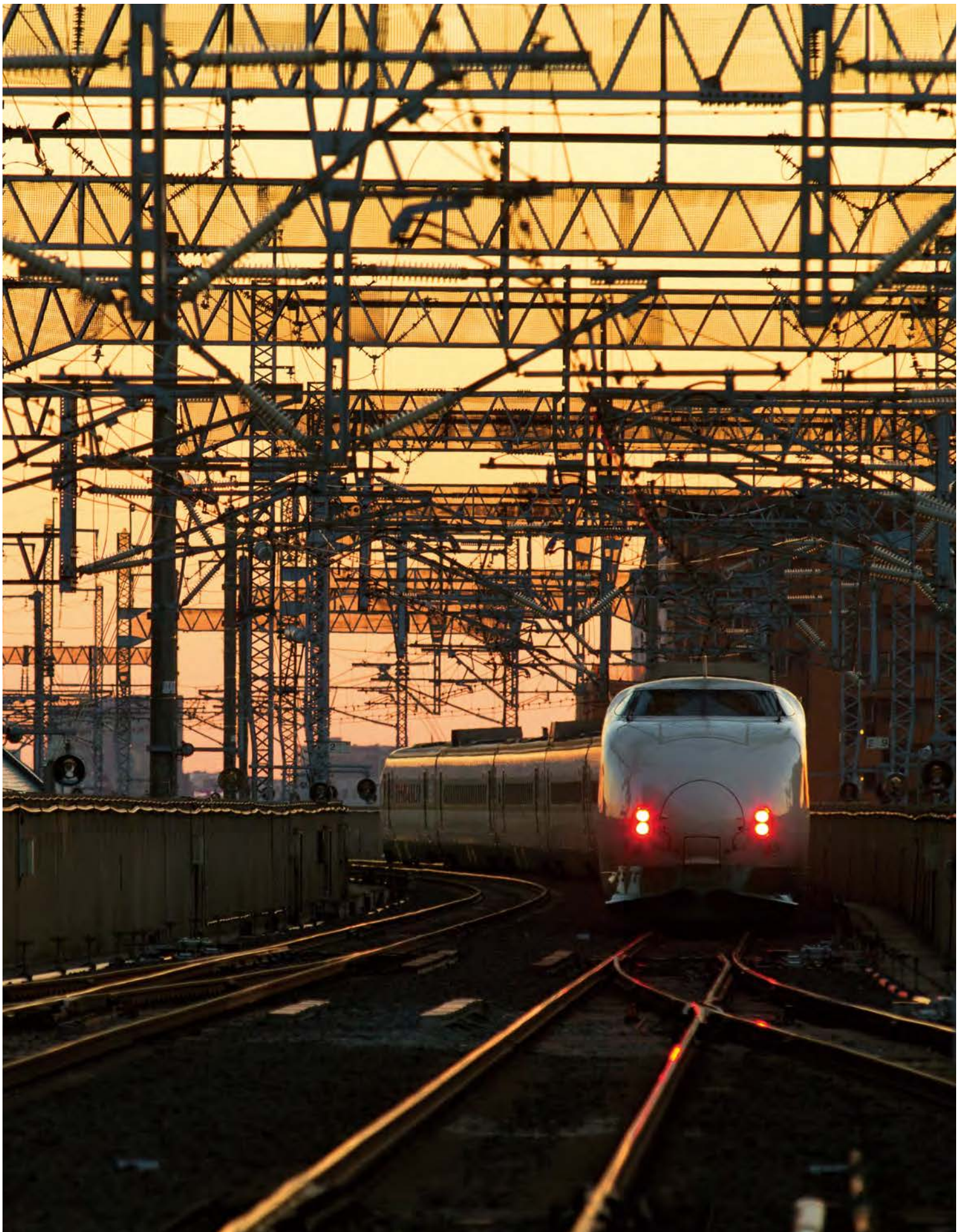
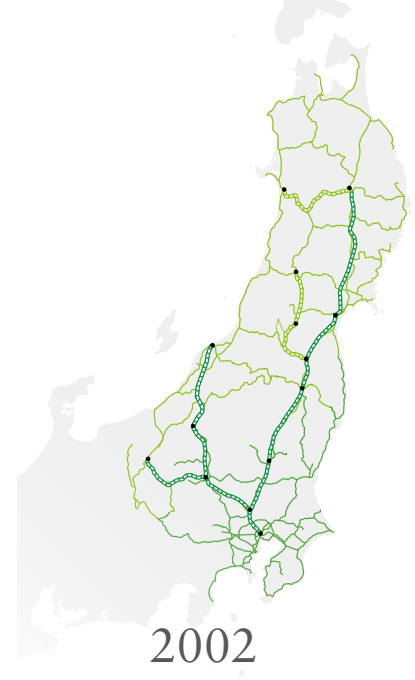
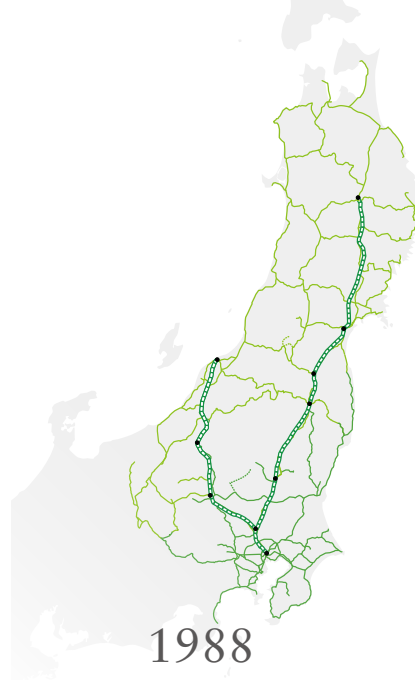
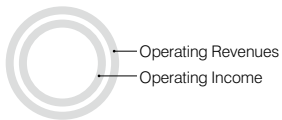


We have been *pursuing* initiatives  
in light of the Group Philosophy since 1987.

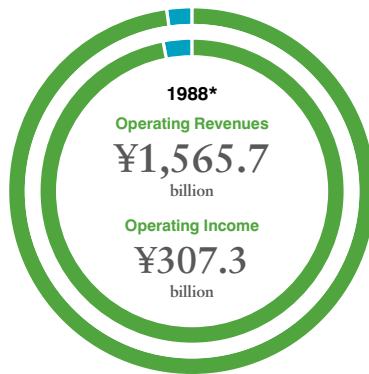




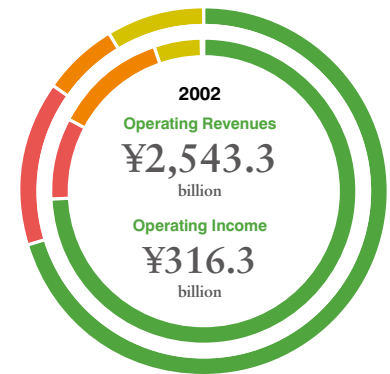
We have been *pursuing* our Eternal Mission while broadening our Unlimited Potential.



- Transportation ("Railway" in FY1988)
- Other Operations (in FY1988)
- Retail & Services ("Station Space Utilization" in FY2002-2017)
- Real Estate & Hotels ("Shopping Centers & Office Buildings" in FY2002-2017)
- Others (in FY2002-2017)



\* Fiscal 1988 figures are nonconsolidated. Further, other operations include bus services.



**April 1987**  
Establishment of JR East

**July 1992**  
Launch of the Yamagata Shinkansen *Tsubasa* service

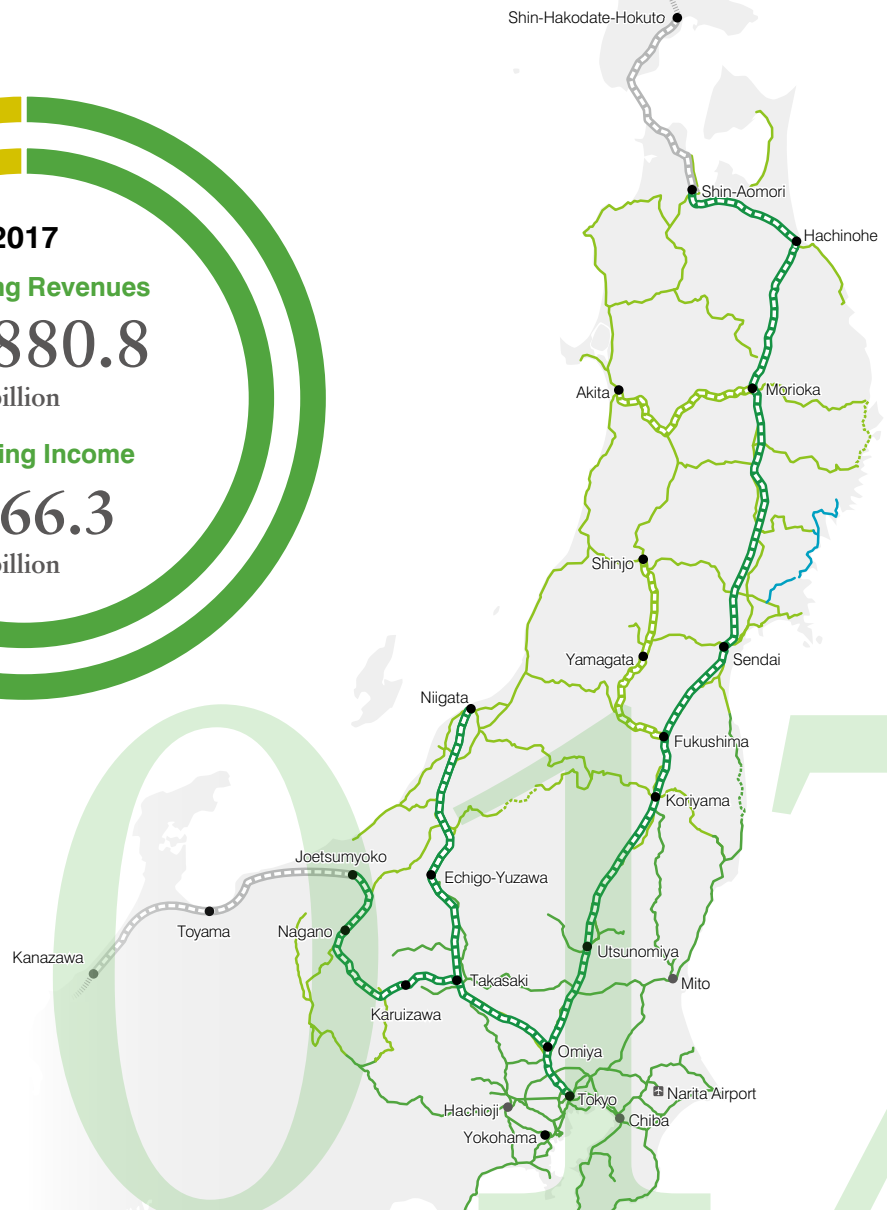
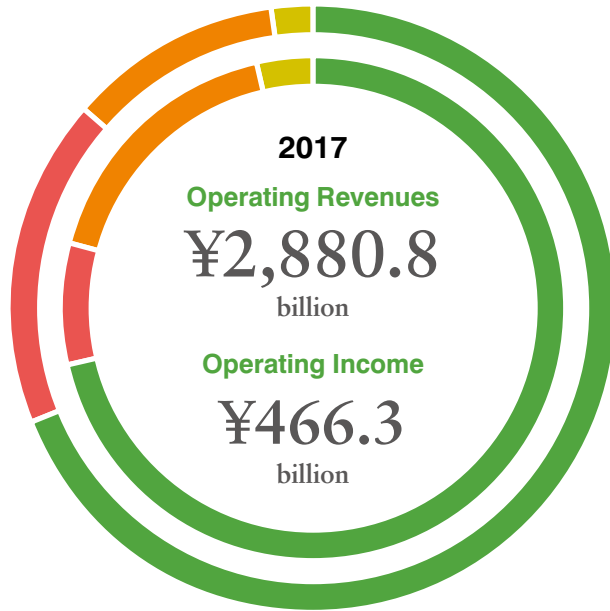
**March 1997**  
Launch of the Akita Shinkansen *Komachi* service

**November 2001**  
Launch of *Suica*

**February 2002**  
Launch of the *Station Renaissance* program with the opening of *atré* Ueno

**March 2004**  
Start of *Suica* electronic money service





- Shinkansen (JR East)
  - Conventional Lines (Kanto Area Network)
  - Conventional Lines (Other Network)
  - BRT (Bus Rapid Transit) Lines
  - Shinkansen (Other JR Companies)
  - Shinkansen (Under Construction)
- (As of June 2017)



**Transportation**  
 Railway Business, Bus Services,  
 Cleaning Services, Railcar  
 Manufacturing Operations, etc.



**Retail & Services**  
 Retail Sales, Restaurant Operations,  
 Advertising & Publicity, etc.



**Real Estate & Hotels**  
 Shopping Center Operations,  
 Leasing of Office Buildings, Hotel  
 Operations, etc.



**Others**  
 IT & Suica business such as the  
 Credit Card Business, Information  
 Processing Business, etc.

**March 2005**  
 Opening of  
 ecute Omiya

**December 2010**  
 Opening of the  
 Tohoku Shinkansen  
 Line to Shin-Aomori

**October 2012**  
 Grand reopening of  
 the Tokyo Station  
 Marunouchi Building

**March 2015**  
 Opening of the Hokuriku  
 Shinkansen Line to Kanazawa  
 Opening of the Ueno-Tokyo Line

**March 2016**  
 Opening of the Hokkaido  
 Shinkansen Line to  
 Shin-Hakodate-Hokuto





We will continue *pursuing* our Eternal Mission and Unlimited Potential.





## Thriving with Communities, Growing Globally

The Great East Japan Earthquake poignantly reminded us of the fact that companies cannot thrive without sound and vibrant communities. The East Japan area, our home ground, and Japan as a whole currently face a host of issues. As a corporate citizen, we are determined to fulfill our mission and execute businesses unique to the JR East Group in an effort to help solve those issues. The goal is to draw a blueprint for the future together with members of the community as we do our part to build vibrant communities.

However, taking root in communities does not mean becoming complacent by turning inward. To continue to fulfill our mission, we must constantly transform ourselves and achieve growth. We must look outward and step out into the world, while actively seeking knowledge and technology externally. We believe that doing so will provide fertile ground for capturing new growth opportunities. To unlock our full potential, we must boldly step out into the world.

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